Strategic Plan

2007–2012

Leading the Defense Intelligence Enterprise

Defense Intelligence Agency

Committed to Excellence in Defense of the Nation

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Mission

Provide timely, objective, and cogent military intelligence to warfighters, defense planners, and defense and national security policymakers.

Vision

Integration of highly skilled intelligence professionals with leading edge technology to discover information and create knowledge that provides warning, identifies opportunities, and delivers overwhelming advantage to our warfighters, defense planners, and defense and national security policymakers.

Values

We are committed to...

- Service to our community and our fellow citizens.
- Dedication, strength, and urgency of purpose to provide for our nation's defense.
- Customer-focus in the products and services we provide.
- Integrity and accountability in all of our actions and activities.
- Inquiry, truth, and continuous learning.
- Creativity and innovation in solving problems, discovering facts, and creating knowledge.
- Teamwork through international and external partnerships.
- Leadership at all levels within defense intelligence and the Intelligence Community.

Our nation is engaged in a long war against terrorism and violent extremism. Providing support to our Soldiers, Sailors, Airmen, and Marines engaged in insurgencies in Iraq and Afghanistan and the Global War on Terrorism is our first priority.

– Lieutenant General Michael D. Maples, US Army, DIA Director

Commanders and policymakers rely on military intelligence professionals to make sense of our world — to offer depth of insight, ensure accuracy and timeliness of information, and provide warning. Irregular warfare and the Global War on Terrorism require agile operational forces and precise weaponry — both of which are highly information-centric. To succeed, our armed forces and military leaders require the right information delivered at the right time in the right form. This is no small challenge.

DIA will meet this challenge and continue to evolve as a leading intelligence combat support agency, by focusing on five major strategic actions:

- Build an agile, forward-looking organization able to provide intelligence depth and warning integrated into US military operations.

- Strengthen human, analytic and technological capabilities to remain ahead of our adversaries through advanced collection and analysis.

- Support unification of effort across the Intelligence Community to promote horizontal integration fostering access to data and sharing of information.

- Recruit, develop, and retain a diverse, results-oriented intelligence workforce to ensure the right skills and competencies are in place.

- Establish high quality, modern and scalable human, technical and financial support systems to maximize all available resources.

This plan demonstrates DIA's commitment to continuous improvement in pursuit of defense intelligence excellence. It points to our rapid evolution as a global combat support agency in the face of changing military operations. And it speaks to our efforts to build new, more effective capabilities to advance the mission of DIA and its partners.

I am proud of the hard work and dedication of the DIA workforce. I am also proud of your contributions to our armed forces and your service to our Nation. I thank you for your shared commitment to the important initiatives and actions outlined in this Strategic Plan for DIA.

MICHAEL D. MAPLES
Lieutenant General, USA
Director

Leading the Defense Intelligence Enterprise

The Intelligence Reform and Terrorism Prevention Act, the National Security Strategy, the National Defense Strategy, the Quadrennial Defense Review, the formation of the Office of the Director of National Intelligence (ODNI), and the National Intelligence Strategy (NIS) represent an extraordinary period of change for intelligence.

A critical outcome of this transition will be the creation of a highly integrated and interconnected Defense Intelligence Enterprise. This construct will serve as a critical link between defense and national priorities, and will horizontally integrate the people, systems and processes that comprise the individual components of intelligence.

> *Defense Intelligence Enterprise* — *the Defense Intelligence Community (organizations within the Department of Defense (DoD) that have an intelligence mission and/or function), plus all of their stakeholders. Stakeholders — entities and interests that are involved in creating, sustaining, and enhancing the mission capacity, either voluntarily or involuntarily, of the enterprise. Enterprise — the nodal element within a network of interrelated stakeholders.*

To achieve this, DIA and its partners must work together to achieve a shared vision encompassing five fundamental imperatives:

Sustain the Fight in the Global War on Terrorism

The primary focus of DIA at this time is to prevail in the Global War on Terrorism (GWOT) by providing insight, knowledge, and actionable intelligence to leaders and operators. To do so well requires the continuous renewal and adaptation of our resources and capabilities to ensure we achieve persistent penetration of the adversary.

The GWOT, and our increased focus on irregular warfare capabilities, moves intelligence to the operational center. It requires the intelligence professional and operator to be integrated and fully engaged in collection, analysis, and production of actionable intelligence in the fight against terrorists and to prevent the proliferation of weapons of mass destruction.

> *Irregular Warfare* — *a form of warfare that has as its objective the credibility and/or legitimacy of the relevant political authority with the goal of undermining or supporting that authority. Irregular warfare favors indirect approaches, though it may employ the full range of military and other capabilities to seek asymmetric approaches, in order to erode an adversary's power, influence, and will.*

Plan and Support Defense Operations

Achieving a new level of integration between the intelligence professional and the operator will be accomplished nationally through the Defense Joint Intelligence Operations Center (DJIOC) and regionally through combatant command (COCOM) JIOCs including all-source intelligence campaign planning (ICP) capabilities.

The JIOCs will form the basis of a collaborative, interactive relationship with national and defense intelligence agencies, COCOM JIOCs, COCOM analytical and collection elements, military service intelligence organizations, and the Joint Functional Component Command for Intelligence, Surveillance, and Reconnaissance (JFCC-ISR).

Achieve Defense Intelligence Unity of Effort

Achievement of true unity of effort among members of the Defense Intelligence Enterprise will come through the joint creation of policies, processes, and systems that encourage and facilitate access, sharing, and interoperability. DIA will lead this effort by coordinating capabilities and resources in ways aimed at better serving the customer.

The drive towards coordination includes building new programs as needed and the integration of the defense intelligence initiatives already underway, including the DoD Intelligence Information System (DoDIIS) Way Ahead, the Defense Intelligence Analysis Program (DIAP), the Defense HUMINT Management Office (DHMO), and others.

Support the Office of the Director of National Intelligence

As a provider of all-source defense intelligence, DIA is uniquely positioned to serve as a critical link between national and defense capabilities and priorities. This strategic plan lays the groundwork for this through the development of goals and objectives aligned in support of the NIS.

In the years ahead, DIA will seek to develop and support initiatives that establish a collaborative, interactive relationship with the ODNI to ensure that defense and national priorities are managed in a coordinated and synchronized approach. The desired outcome will be the continuously more efficient use of resources.

Develop the Defense Intelligence Enterprise

DIA is committed to transforming defense intelligence into an enterprise that supports integration and synchronization of collection, analysis, planning, and management activities. The resultant Defense Intelligence Enterprise construct will enable access to the totality of intelligence resources and more effectively meet the needs of national and defense customers.

Complex global operations, transnational threats, and the evolution of an enhanced national intelligence structure will require new organizing principles. The Defense Intelligence Enterprise will take shape as a central organizing principle, particularly as the Defense and COCOM JIOC components are refined in the years ahead.

The culmination of our efforts will be to achieve human and technological platforms that can deliver faster, better, and more efficient intelligence to consumers. The purpose of this strategic plan is to identify the necessary goals and objectives central to achieving this vision for DIA and an integrated Defense Intelligence Enterprise.

Transform the Defense Intelligence Enterprise.

DIA's commitment to the Nation is to prevail in the Global War on Terrorism, prevent and counter the spread of weapons of mass destruction, bolster the growth of democracy, and anticipate developments of strategic concern and opportunity. This requires a collective effort. To achieve this, the Agency is committed to transforming individual capabilities into a cohesive, integrated Defense Intelligence Enterprise.

DIA's Director will lead this effort nationally through the Defense Joint Intelligence Operations Center and regionally through the combatant command Joint Intelligence Operations Centers. The Agency will sustain integration through co-location of multi-agency resources, implementation of interoperable technology, a global force management (GFM) capability, and all-source intelligence campaign planning (ICP) at the national and theater levels.

Objective 1.1

Enable the DJIOC and COCOM JIOCs to fully implement Horizontal Integration through the Defense Intelligence Enterprise.

DIA will use the DJIOC to synchronize assessments, planning, deconfliction, and execution of intelligence activities across agencies and theaters, creating a horizontally integrated enterprise. The DJIOC will form the basis of a collaborative, interactive relationship between national and defense intelligence agencies, COCOM JIOCs, COCOM analytical and collection elements, Service intelligence organizations, and the Joint Functional Component Command for Intelligence, Surveillance, and Reconnaissance. The Agency will institutionalize a fully integrated Defense Intelligence Enterprise, networked and enabled by an enterprise Information Technology (IT) architecture. DIA will:

- Improve national-level operational support to the COCOMs through a centrally coordinated all-source DJIOC providing collection, processing, and planning services involving both defense and national intelligence assets.

- Improve theater-level operational support to the COCOMs through regionally focused all-source JIOCs, providing collection, processing, and planning services involving both defense and national intelligence assets.

- Achieve an integrated and interoperable IT infrastructure for the Defense Intelligence Enterprise that incorporates the Department of Defense Intelligence Information System (DoDIIS) architecture and ensures seamless integration between all strategic, operational and tactical intelligence components.

- Identify innovative practices and technologies developed in support of the DJIOC and COCOM JIOCs that can be implemented across the Defense Intelligence Enterprise to enhance integration and unity of effort.

Objective 1.2

Build a full range of Intelligence Campaign Planning capabilities to promote a cohesive, integrated approach to intelligence campaign development.

DIA will support an ICP process that will identify, plan, and apply all defense and national intelligence capabilities against policy, strategic, operational, and target objectives. An effective ICP process will yield actionable plans directing the synchronized and sequenced application of intelligence assets. This process will encompass the full range of intelligence requirements from strategic to tactical, will identify intelligence gaps and vulnerabilities, and will exploit intelligence targets to support operational objectives. DIA will:

- Develop a rigorous, integrated ICP process to produce plans for the synchronized and sequenced application of intelligence assets against objectives.

- Evaluate and monitor the effectiveness of intelligence plans, operations, and processes, and adjust as needed to achieve desired results.

Objective 1.3

Develop and implement a comprehensive Global Force Management approach to achieve unity of effort across the Defense Intelligence Enterprise.

DIA's approach to GFM supports the DoD methodology for force and resource apportionment, assignment, and allocation. In addition, the approach will provide increased visibility into force availability and an improved mechanism for the assessment of risk. The combination will allow DIA to harness resources and capabilities better worldwide and across defense intelligence programs, resulting in a more agile and responsive decision making environment. DIA will:

- Develop a process and associated applications, data and services to provide the DJIOC with the ability to identify available Blue Force capabilities including: highlighting those that are interchangeable between theaters, allocating them against priority requirements, and providing the means to mitigate intelligence capability shortfalls.

- Through implementation of GFM, instill in the Defense Intelligence Enterprise the ability to become more efficient and effective stewards of defense intelligence assets.

- Hone our partner relationships across public and private sectors, at home and abroad, engaging our collective capabilities to address today's complex security challenges.

Linking our Defense and National Intelligence assets... to support our warfighters!

Strategic Intelligence

Strategic Intelligence

DJIOC
Defense Joint Intelligence Operations Center

Tactical Intelligence

Operational Intelligence

Warfighters

Achieve next generation collection capabilities.

DIA will advance its ability to provide unique capabilities to operators and leaders by addressing collection shortfalls across the Defense Intelligence Enterprise. The Agency will increase investment in the development of innovative human intelligence (HUMINT) and technical collection capabilities to achieve a higher degree of persistent surveillance and warning capability through improved collection techniques resulting in the precise penetration of current and emerging targets.

Objective 2.1

Develop a horizontally integrated, adaptive set of collection capabilities to achieve persistent surveillance.

DIA's responsibility to develop an overarching DoD collection management architecture, plan, and process — that already includes imagery intelligence, signals intelligence, geospatial intelligence, and measurement and signature intelligence (MASINT) — will be further strengthened with the integration of HUMINT and newly-developed collection strategies. The Agency will enhance its capabilities through increasing the strength and integration of its HUMINT and technical collection assets. The GWOT and the increased focus on irregular warfare have underscored the need for HUMINT collection in order to achieve true persistent surveillance. The ability to gain and exploit battlefield awareness is critical to achieving warning and tactical advantage against the nation's adversaries. DIA will:

- Improve foreign language proficiencies and expertise to better assess, explain, and exploit the cultural landscape in which collectors operate.

- Integrate HUMINT and MASINT with other capabilities across the Defense Intelligence Enterprise to achieve persistent surveillance of the Nation's adversaries.

Objective 2.2

Leverage a federated community of defense scientific and technology intelligence (S&TI) capabilities.

DIA will serve as a hub across the Defense Intelligence Enterprise for the development of S&TI capabilities. The Agency will research, develop, and deploy new MASINT capabilities and other innovative collection technologies aimed at improving the ability to provide early warning. DIA will:

- Realize close-access technical collection operations by developing a multi-layer/multi-sensor architecture using comprehensive MASINT data archives and phenomenology, signature, and environmental effects libraries.

- Expand the ability of the Defense Intelligence Enterprise to exploit the full range of scientific research in pursuit of national security objectives.

- Exploit technological advances and develop countermeasures to mitigate the human and materiel damage caused to US and allied forces by improvised explosive devices (IEDs) and other irregular warfare weapons.

Objective 2.3

Increase the awareness, availability, and use of open source information, to ensure all-source collection and analysis.

DIA will increase open source information capabilities to advance the Defense Intelligence Enterprise's exploitation of material available from the Internet, databases, press, radio, television, video, geospatial data, photos, and commercial imagery. The Agency will improve integration of these resources enabling it to better utilize

relevant open source collection and analysis to gain a more complete picture for leaders and operators. DIA will:

- Develop a coherent management construct to consolidate and clarify open source strategies, policies, training, and functional IT requirements across the Defense Intelligence Enterprise.

- Ensure properly administered unclassified holdings are available to customers.

- Integrate defense and national open source capabilities to eliminate duplication of effort and explore opportunities for collaboration among components of the Intelligence Community (IC).

Objective 2.4

Improve counterintelligence (CI) collection management and analysis to better identify, neutralize, and exploit foreign threats.

DIA personnel must be aware of the methods and intentions of foreign intelligence, subversive, or terrorist elements. To ensure the protection of the Defense Intelligence Enterprise and its forces, DIA will seek to increase capabilities in the areas of CI operations and investigations, analysis and assessments, technology development and protection, and force protection. DIA will:

- Integrate the DoD CI management role for production, collection, and operations requirements with the intelligence collection community to bring all-source information to bear against foreign intelligence threats.

- Support collectors with flexible services, customized on short notice to take advantage of unplanned opportunities.

- Integrate CI planning with available ICP processes to expand its role in joint military operations.

Objective 2.5

Collaborate with customers, industry, and Agency partners to discover and capture emerging intelligence concepts, processes, and technologies.

DIA is committed to leveraging relationships with partners in government and industry to rapidly discover and exploit advances in learning and technology. The Agency will seek out best practices and emerging technologies to ensure operational capabilities are more advanced and versatile than the threats confronting the nation. To this end, DIA will speed assimilation and deployment of these technologies through proactive collaboration with a range of partners to ensure continuous improvement. DIA will:

- Position DIA resources as a link between customers, industry partners, national and defense intelligence components, and non-traditional organizations to maintain awareness of emerging and future technologies, capabilities, and practices.

- Through innovative partner relationships, modernize and sustain HUMINT information operations and improve unconventional MASINT operations.

- Exploit emerging capabilities and technologies through the establishment of a formal program to speed discovery, development, and deployment.

Produce the right intelligence for the right customer at the right time.

DIA continually seeks better ways to support its customers by providing tailored analytic output that is precise, timely, and actionable. Proximity to the customer and the integration of the Defense Intelligence Analysis Program (DIAP) will enhance the allocation of analytic resources across the Defense Intelligence Enterprise. Risk management of analytic resources, increased analytic rigor and training, and the promotion of critical thinking and long-term strategic analysis are vital to this effort. DIA will ensure DIAP, ICPs, and defense intelligence priorities are aligned and integrated to best support military and national intelligence integration, collection strategies, and adaptive planning.

Objective 3.1

Link risk-managed all-source analysis to customer requirements.

DIA will link risk-managed all-source analysis to customer needs by providing customers tailored access to all relevant and archival data on demand via technologies that can organize, analyze, and display correlated information. DIA will:

- Develop and sustain the criteria and methodology for establishing levels of analytic effort based on guidance from key intelligence customers.

- Assign clearly defined all-source analytical responsibilities to defense intelligence analytic organizations within General Defense Intelligence Program (GDIP) and DIA Military Intelligence Program, based on capabilities, workforce characteristics, and mission requirements.

- Develop and track measures of effectiveness for analytic performance and customer satisfaction.

Objective 3.2

Strengthen analytic tradecraft training and professional development at all levels to improve the quality and rigor of defense intelligence.

DIA will improve analytic practices across the Defense Intelligence Enterprise, ensuring greater rigor through the use of creative analytic techniques and research

methodologies. The Agency will acquire, maintain, and improve the analytic skills necessary to achieve aggressive all-source analysis against the full spectrum of enduring and emerging challenges. DIA will:

- Design and maintain a cradle-to-grave analytic development and leadership program that fosters collaboration throughout the IC to ensure the capabilities to meet defense intelligence requirements are in place.

- Develop formal analytic requirements and programs that will lead to a better understanding and application of methodologies, structured techniques, and creative and critical thinking skills.

Objective 3.3

Foster critical thinking and promote long-term strategic analysis and warning through the use of advanced research methods and techniques.

DIA will develop expertise in the use of advanced analytic methods and techniques that build on past knowledge. This includes the integration of critical thinking models and diverse perspectives in the development of analytic output. The Agency will provide customers with analytic judgments that clearly identify opportunities, vulnerabilities, and uncertainties. DIA will:

- Create an environment for analysts to use critical thinking and basic structured

analysis techniques to mitigate bias, understand mindsets, and incorporate competing views to help guide the national dialogue regarding threats to the United States and its interests.

- Institutionalize forward-looking strategic analytic methods and techniques to increase long-term strategic analytic production to ensure warning of future threats.

Objective 3.4

Promote all-source analysis through the integration of collectors and analysts with access to information at the earliest point of consumability.

DIA believes collaboration between collectors and analysts is critical to tearing down walls that limit the ability to collect, process, and share information quickly. DIA will accomplish enhanced collaboration through co-location and training of the collector and analyst workforce, implementation of interoperable systems, and creation of an information-sharing culture. DIA will:

- Build teams, design processes, provide collaboration tools, and develop innovative approaches to improve information sharing and timely access to data.

- Support on-demand, simultaneous access to shared data across security domains for the IC workforce through IT implementation of Horizontal Integration.

- Establish an intelligence solution repository to maintain critical data in an easily accessible structured format.
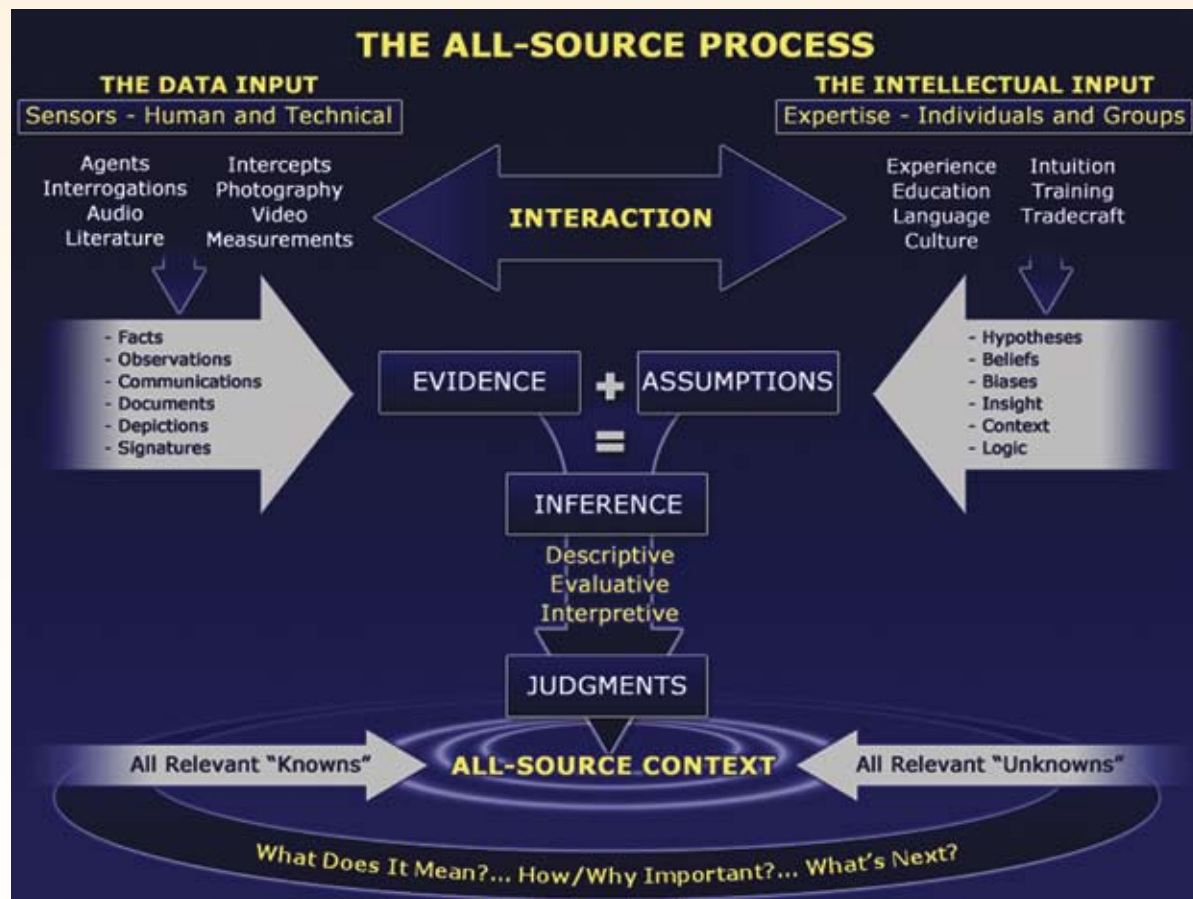
Create a knowledge-based culture.

DIA is committed to becoming a highly effective knowledge-based organization by establishing a culture where information is proactively shared among Agency personnel and IC partners. The Agency will implement new strategies to develop and exploit knowledge wherever it exists. This includes initiatives to strengthen cooperation with foreign partners, broaden information access through interoperable technology, and build innovative knowledge creation practices and sharing techniques.

Objective 4.1

Cooperate with foreign partners to increase global situational awareness and close critical intelligence gaps.

DIA will seek out and build relationships with knowledgeable and capable foreign partners to enhance access to information and perspectives otherwise unavailable to our intelligence analysts. The Agency will work with its partners to focus on the intent of foreign leaders and adversaries to provide the intelligence required to prevent—rather than respond to—potential crises around the world. DIA will:

- Coordinate with other members of the IC to leverage existing and emerging intelligence relationships to greater advantage.

- Provide timely foreign exchange and disclosure policy guidance to support improved information access for foreign partners and coalition members.

- Serve as the critical link and DoD focal point for the foreign defense attaché community, foreign embassy staffs, and the defense and national intelligence

communities to leverage resources and limit intelligence shortfalls.

Objective 4.2

Implement interoperable state-of-the-practice Information Management (IM) technologies consistent with the Information Sharing Environment.

DIA believes a flexible, centrally-managed and locally-executed Defense Intelligence Enterprise will provide customers with enhanced interoperability and more cost-effective IM services. Future solutions and services will adhere to enterprise standards and IM best practices. This will support the

level of access, timeliness, quality, agility, and precision of information required for current and future missions. It will also support seamless horizontal and vertical integration of DoDIIS applications and data by leveraging multiple IM activities. DIA will:

- Promote, field, and maintain a horizontally integrated knowledge environment enabled by physical and virtual collaboration in conjunction with the intelligence and operator communities.

- Use data tagging best practices and technologies to enable more efficient search and retrieval of information, enhance access to all data sources, and refine data standards and data ownership.

- Identify and implement technologies, standards, and IM data policies that enable all-source fusion across multiple security domains in a user-friendly format.

- Incorporate Defense Intelligence Enterprise-wide systems to reduce IT costs using a widely coordinated "Service Oriented Architecture" to promote reuse and provide enterprise standards.

Objective 4.3

Implement innovative strategies to discover, share, apply, and build upon knowledge as a force multiplier across the Defense Intelligence Enterprise.

DIA recognizes that new strategies for building and communicating knowledge can have an exponential impact on the Defense Intelligence Enterprise's mission. DIA will identify innovative knowledge strategies through interaction with leaders from business, academia, partner agencies, and

other disciplines. The selected concepts will be implemented by introducing changes in culture, as well as processes and technology, to create multi-dimensional and mutually supporting approaches to improving knowledge development. DIA will:

- Utilize innovative capabilities, techniques, and socialization methodologies to achieve improvement in knowledge-building and knowledge-sharing.

- Identify and apply best practices from government, industry, and academic sources to strengthen DIA's knowledge capabilities.

- Implement and manage concepts that encourage a unified, knowledge-based culture across the Defense Intelligence Enterprise.

- Increase the frequency of outcome-based collaboration among employees to facilitate knowledge-sharing.

- Implement solutions combining culture, process, and technological dimensions that will promote the ability to learn from challenges.

Attract, develop and retain a results-oriented workforce.

The people that constitute the DIA workforce are our most valuable resource. In light of this, DIA depends on the combined skills of its workforce to achieve the defense intelligence mission with excellence. Every member of the DIA workforce must have an equal opportunity to excel in their career through learning and performance improvement, mentoring, and access to engaging work opportunities. A results-focused workforce, possessing diverse global perspectives and a broad range of skills and capabilities is required to respond to the threats of the 21st century. DIA will ensure the requirement for diverse global perspectives and skills are met by executing thoughtful recruitment, development, and retention activities.

Objective 5.1

Recruit a highly qualified, diverse workforce with an array of backgrounds and life experiences that enhance the range and depth of Agency capabilities.

DIA's workforce must perform in an increasingly dynamic, cross-functional, and team-driven environment. The Agency will hire highly qualified, intellectually diverse candidates with a range of backgrounds and skills, including knowledge of hard target foreign languages and cultures. In addition, DIA will strive to ensure successful placement of new hires by accurately matching employee skills, competencies, and career desires to the appropriate position. DIA will:

- Ensure that all human capital support conditions and resources are in place to identify, attract, hire, staff, and retain talented professionals.

- Increase directorate engagement in staffing by building practices and communications which enable participation at all stages of the process.

- Partner with the military services to ensure that assignments to DIA are highly desired and professionally rewarding for active and reserve military personnel.

- Provide challenging developmental and experiential work opportunities to sustain

passion and curiosity throughout the workforce.

Objective 5.2

Shape the DIA workforce to ensure the critical workforce skills and competencies are in place to fulfill future mission requirements.

DIA will foster an environment where all members of the workforce can maximize their contribution to the mission. The civilian and military workforce must have access to developmental and work-related opportunities that will build attributes, skills, and capabilities in line with future expectations. This includes subject matter expertise, core management capabilities, and a well-rounded set of work experiences which position employees for promotion within the civilian or military ranks. DIA will:

- Ensure the entire DIA workforce — regardless of grade, job series, or job location — is provided the required competency-based skills, tools, learning opportunities, and resources to maximize their ability to meet the changing environment of the 21st century.

- Ensure the workforce is proficient in general, specialist, and managerial competencies to fulfill the Agency mission, and is provided a range of professional development and career opportunities to achieve this.

- Ensure all personnel understand the core mission and functions of DIA and possess the requisite technical proficiencies and communication skills necessary to fully contribute to the Agency's mission.

- Expand interagency rotational programs to develop "jointness" across the IC and
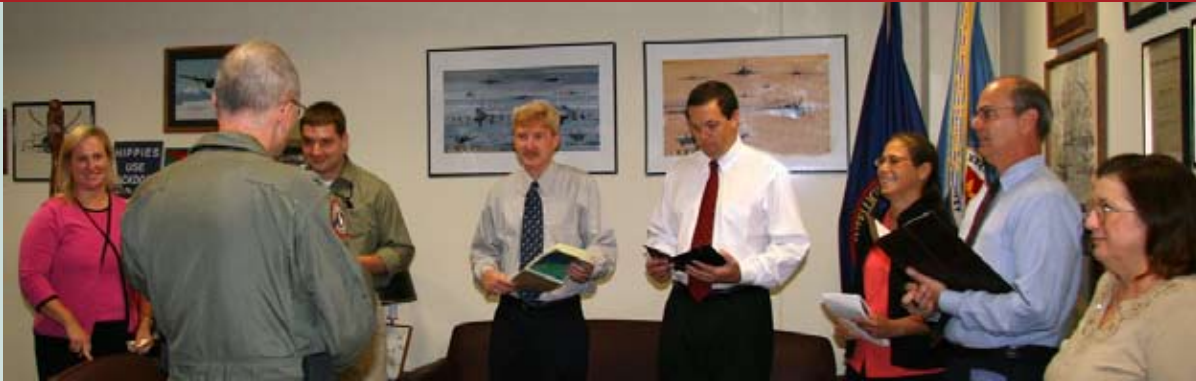
build deeper understanding of methods, requirements and capabilities.

- Create the conditions, relationships, practices, tools, and support to develop an effective foreign language capability across the enterprise.

Objective 5.3

Implement a comprehensive set of innovative learning strategies and performance improvement services to facilitate DIA's global workforce.

DIA will refine and expand the range of learning opportunities available to all Agency employees in both technical and non-technical disciplines. This will include development of non-traditional learning strategies in recognition of the fact that the DIA workforce is increasingly global. The Agency will design learning opportunities to support increased agility and integration in the workforce through the cross-application of skills and deployment support. DIA will:

- Increase awareness of learning, performance improvement, and deployment opportunities to enhance career and skill development.
- Partner with the National Intelligence University to expand, develop, and integrate the capabilities of all-source analysts and collectors.
- Maintain a fully incorporated, highly skilled Reserve Component to support

Agency and IC mission and deployment requirements.

- Build a comprehensive global learning and performance service platform that corresponds with the needs of a virtual and deployed workforce.

Objective 5.4

Develop the next generation of leaders through creative, innovative programs that promote excellence in management practices.

DIA seeks to build a management development process that equips employees with the skills and competencies necessary to lead an integrated Defense Intelligence Enterprise. Based on industry best practices, the Agency's leadership certificate program will expose participants to a wide array of organizational and people management subjects. DIA will:

- Continue implementation of a leadership development program to build capabilities at all managerial levels, broaden the applicant pool, and increase the skill depth of those seeking promotion into leadership positions.
- Provide learning and performance improvement opportunities to supervisory personnel in order to maximize employee performance and retain high performers.

Provide superior resource and organization management.

DIA requires effective managerial processes and accurate measures to assess progress and shortfalls within the Agency, particularly against key strategic priorities. To ensure the proper management framework and supporting business systems are in place, the Agency will continue to develop practices and procedures designed to improve oversight and accountability at all levels.

Objective 6.1

Build, defend, and account for DIA's financial and manpower resources across a broad range of intelligence programs and capabilities.

DIA will use effective stewardship of public resources to achieve programmatic efficiency and eliminate redundancy. The Agency recognizes that effective stewardship and managerial processes require transparency and accuracy in financial data and manpower authorizations for monitoring and assessing resource decisions. Policies, procedures, and systems must ensure the reliability of management information, support regulatory compliance, demonstrate strategic alignment, and measure program effectiveness. DIA will:

- Demonstrate accountability to overseers by issuing and communicating an auditable financial statement and receiving an unqualified (clean) opinion issued by independent auditors.
- Implement an internal control program to improve accountability and compliance to support budget-performance integration efforts.
- Integrate GDIP IT budgets, capabilities, assets, and staff in a global enterprise and establish a set of DoDIIS centralized processes and methodology.
- Integrate enterprise system and reporting technologies to modernize Agency purchasing, acquisition, finance and logistics business processes.

Objective 6.2

Implement budget-performance integration by linking DIA resource allocations and performance measures to strategic objectives.

DIA's mission requires the careful allocation of investments and resources at all levels. The Agency recognizes that government resources are finite and must make hard decisions when balancing priorities and risks. Consequently, DIA will use all relevant data to evaluate and invest in those programs which are most likely to yield products and results tied to strategic objectives. DIA will:

- Assess the current program development process to evaluate how program submissions are aligned against strategic objectives and/or may be improved to further meet the mission needs of the Agency.
- Utilize the Enterprise Architecture model to align IT systems and technologies against strategic, operational, and tactical objectives, key process areas, and identified business requirements.
- Strengthen the linkages between strategic objectives, business capabilities, supporting services, and performance measures to understand business needs and program performance measures when defending or requesting resources.
- Evaluate directorate-level performance outcomes against the accomplishment of overall Agency strategic objectives and metrics.
- Eliminate programs that add little value to accomplishing strategic objectives and re-direct savings to existing and emerging strategic priorities.
- Implement a portfolio management framework to manage risks, returns, and performance of IT investments throughout their life cycle.
- Utilize a centralized investment management tool to facilitate comprehensive programming, budgeting, and reporting information on all IT investments.

Objective 6.3

Enhance acquisition planning and contracting using a portfolio approach to support program management and contract related workforce oversight.

DIA relies on the application of timely, effective, and compliant acquisition and contracting practices to ensure the flow of goods and services necessary to complete the defense intelligence mission. Effective acquisition program management practices and oversight will ensure DIA secures the latest technologies and capabilities to support strategic initiatives. The Agency will meet customer needs by ensuring that contracting staff are highly capable, use best practices, and support a culture of excellence. DIA will:

- Provide timely and sound acquisition guidance to DIA leadership, managers, and workforce to ensure effective use of contracting resources.

- Integrate initiatives to increase efficiency and effectiveness through improvement of acquisition tradecraft, management, controls and processes.

- Improve acquisition and performance management reporting to enable rapid transition of leading edge technologies from research and development phases to all-source operations.

Objective 6.4

Strengthen outreach and communications to build strategic relationships and raise awareness of the Agency's mission and contributions to national security.

DIA places a high value on outreach and communication to provide various stakeholder audiences with insight into the wide range of Agency activities and accomplishments. DIA seeks to continuously improve the quality, content, presentation, and delivery of its communication products to ensure customers, partners, the workforce, and other stakeholders remain highly informed. In addition, the Agency will implement a proactive engagement strategy and communications plan to provide overseers with consistent insight into DIA's mission and functions. DIA will:

- Convey to external and internal Agency audiences a consistent, compelling, and tailored message allowing insight into the activities and mission of DIA.

- Inform Agency customers and stakeholders of modifications to Agency processes, including the rationale and the necessity for the proposed changes.

- Refine the corporate communications initiatives and products of DIA through feedback to ensure they meet the information needs of customers, stakeholders, and the workforce.
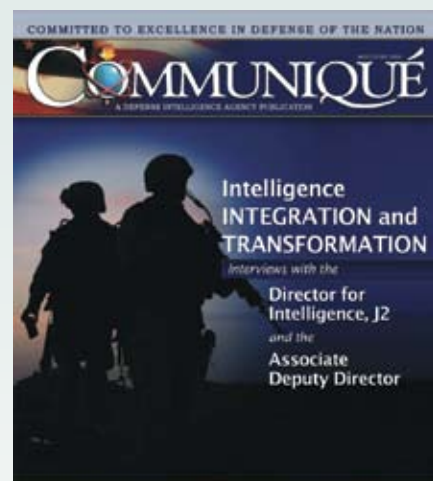
Goal 7

Sustain a culture of continuous improvement.

DIA believes that a culture of continuous improvement, urgency, and efficiency is necessary to accomplish the defense intelligence mission with excellence. The Agency will establish and institutionalize a number of performance assessment tools and processes to better inform short- and long-range resource decisions. In addition, DIA will continue to assess the threat and operating environments, as well as stakeholder priorities and requirements, to identify adjustments to plans and policies.

Objective 7.1

Centrally manage and sustain the deployment of Lean Six Sigma as a tool for continuous improvement.

The Agency supports the DoD Continuous Process Improvement Program through the implementation of Lean Six Sigma and will use this methodology to eliminate redundancy and variation in core processes. The initiative will increase overall productivity and improve support to combatant commanders and senior decision makers. Also, DIA will use established key performance indicators (KPI) to enable senior leaders to make data-driven decisions aligned with Agency strategic goals and objectives. These measures will improve the ability of DIA leadership to manage performance, execute critical initiatives and resource decisions, and enforce overall process owner accountability. DIA will:

- Manage the deployment of Lean Six Sigma as a change agent for performance excellence through training, performance evaluation, metric validation and project selection.

- Implement, refine, and manage KPIs to accurately measure DIA core processes using the DIA Performance Dashboard.

- Coordinate, manage, and track critical KPIs across directorates as a platform for performance improvement, project selection, and input to the DIA Performance Plan.

Objective 7.2

Refine DIA's strategic planning cycle to adapt to the dynamic needs of customers.

DIA will refine its Agency-wide planning construct to ensure resources are allocated and utilized effectively to address strategic priorities. The Agency will evaluate the overall operating environment, including the recommendations and mandates of stakeholders. It will assess the efficacy of on-going programs and identify emerging and future threats, required changes in operations, and potential resource or programmatic needs. DIA will manage its strategic plan as a "living document"— developing updates as warranted and demonstrating linkages to various integrated budget-performance metrics. DIA will:

- Achieve a codified, coordinated strategic planning and financial management approach across DIA at the enterprise and directorate levels.

- Institutionalize DIA's strategic plan throughout the Agency, to be reflected in directorate plans, performance assessments, and communications.

Goal 8

Provide the optimal work environment.

DIA recognizes the importance of providing a fair, modern, and secure work environment. The Agency will work to ensure all employees have an opportunity to excel in support of the mission. This is achieved through a culture that supports and leverages equality of opportunity, modernizes its facilities and infrastructure, and values constant awareness of security and CI threats.

Objective 8.1

Eliminate barriers to employment and ensure opportunities for training, upward mobility, and career growth are provided to all employees.

DIA is committed to the principle that every member of the workforce be provided an equal opportunity to excel. Equal opportunity and a workplace free of discrimination and harassment is essential to attracting, developing, and retaining a high-caliber workforce. To that end DIA will be free from prohibited discrimination through encouraging managers and supervisors to remove physical and social barriers, asking employees to use a collaborative approach to national security challenges, and valuing diverse viewpoints. DIA will:

- Design and implement a model equal employment opportunity program that meets or exceeds federal standards and achieves Federal Model Employer status.

- Provide conflict management options to prevent, intervene, and resolve disputes; improve productivity, and reduce investigation and litigation costs.

- Develop appreciation for workforce differences, support equality of opportunity for all, and recognize employee contribution to mission success.

Objective 8.2

Improve the physical infrastructure to support workforce performance, accommodation, safety, and security.

DIA employees deserve a safe and efficient physical work environment, wherever possible. The Agency's physical infrastructure must be effectively maintained and upgraded to take advantage of new technologies and processes in order to fully meet customer requirements now and in the future. DIA will:

- Establish a DIA facilities functional management capability and administer the increasing size of the DIA workforce and additional locations using improved processes and interagency cooperation.

- Develop standardized processes to conduct and manage the inspection, integration, and oversight of DIA facilities and related field sites.

Objective 8.3

Continuously improve integrated security policies, processes and practices to facilitate a secure work environment and enable aggressive CI actions.

DIA must protect the security of the work environment as well as forms of intelligence and information. This is accomplished by carefully vetting employees to ensure they meet the criteria for access and are fully cognizant of the rules governing the Agency's information and facilities. DIA must safeguard data, provide authorized access, and serve

as the DoD authority on declassification and Freedom of Information Act requests. DIA will:

- Improve timeliness of DoD security clearance adjudication to ensure a fully vetted workforce able to access and process intelligence information in support of mission requirements.

- Increase the frequency of sensitive compartmented information facility inspections to reduce accreditation processing times.

- Improve Agency workforce knowledge of security policies including Special Access Programs, NATO Access Program, sensitive compartmented information and collateral policy through training and communications.

- Improve the management and operation of DIA's Information Assurance program to ensure the proper protection of the confidentiality, integrity, and availability of enterprise information assets.

Objective 8.4

Achieve a fully integrated and executable mission assurance program.

DIA will strive to achieve a fully integrated mission assurance program to mitigate risk through proactive planning and preparation. Successful execution will require coordination with the IC, DoD, host site and military base authorities as well as local governments. DIA will:

- Refine continuity crisis policy and leadership succession plan and implement a multi-year strategic management plan for resources in support of mission assurance.

- Improve the crisis management framework to execute a single, streamlined crisis action plan and provide hazard reduction, risk assessment, and impact mitigation.

- Provide training to ensure full organizational readiness and program evaluation with implementation of corrective actions.

The national security threats we face, among them insurgency, terrorism and weapons of mass destruction, are complex and multi-dimensional. They are steeped in perceptions of history and ideology, and intensified by the competition for scarce political and economic resources. Their global nature requires us to think and act with a diversity of mindset but with unity of purpose and vigilance towards the future.

This strategic plan lays the groundwork for achieving an integrated, synchronized portfolio of highly capable individual components. All areas of defense intelligence, including collection, analysis, counterintelligence, technology, human capital, and management must be strong for the collective whole to achieve excellence. There can be no weak link in the chain — lest our adversaries find it.

In the years ahead, we can expect an environment marked by the unexpected and the unpredictable. We must be ready. We must prepare for the rapid changes ahead by working in unison, shaping agile intelligence professionals, and building processes, and technologies that can anticipate and respond at will. Our mission requires it, the protection of the United States and its allies demand it.

Defense Intelligence Agency Desired Endstate

Integration of highly skilled intelligence professionals with leading edge technology to discover information and create knowledge that provides warning, identifies opportunities, and delivers overwhelming advantage to our warfighters, defense planners, and national security policymakers.

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